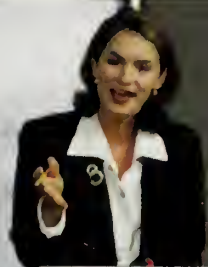


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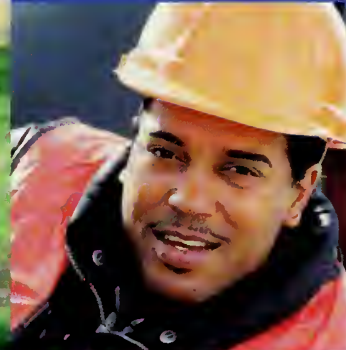


Isn't there  
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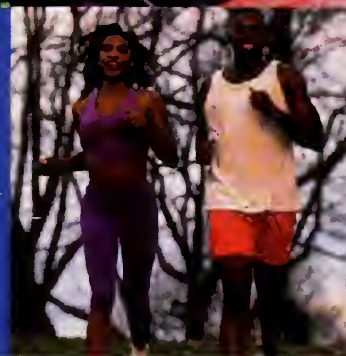


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## Commonwealth Of Massachusetts Information Technology Annual Report

Fiscal Year 2001

*A Special Edition Of  
The Information Technology Bulletin  
Volume 7, Number 3, Summer 2001*

# Commonwealth Of Massachusetts Information Technology Bulletin

Volume 7, Number 3, Summer 2001

## A Special Edition

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## SHAPING THE FUTURE FOR MASSACHUSETTS

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We're changing the way we do business in Massachusetts. Over the past decade, state government has become increasingly more creative, responsive, and efficient. We've streamlined services through reorganization and consolidation, and we've taken advantage of the tremendous opportunities provided by technology. Thanks to the commitment and energy of our managers and front-line workers, Massachusetts government is fast becoming a model of 21<sup>st</sup> century service delivery.

To keep us on this exciting road, I've placed a high priority on building Mass.Gov. As you know, this cutting-edge enterprise portal will quickly deliver information to millions of Bay State citizens. Think about it: with a simple point and click, parents will locate child care options; entrepreneurs will learn how to open a business; and town managers will apply for state grants.

Last year's Annual Report issue forecasted the state's move to EGov, and in a short period of time, we've made tremendous progress. The Electronic Government Task Force has already produced a Strategic Plan and Roadmap. They outlined an overall strategy; they identified high priority applications for early development;

and they defined the governance structure for building the portal. The IT Bulletin will continue to report on Mass.Gov's progress and accomplishments.

With all the promise of technology, we still understand that state government is run first and foremost by talented people committed to public service. To continue generating fresh ideas about how we can do what we do better, I've started the Managing for Results Initiative (MRI). This is an opportunity to examine our agencies from a customer's perspective, to craft recommendations, and begin making improvements. I have no doubt that we will find programs and policies with overlapping missions, or procedures so complex that citizens are left feeling confused and frustrated.

Two key elements to our success will be strong employee involvement and management leadership and support. Unlike other such initiatives, this one is:

- **Internally Generated.** The MRI is guided by a task force of representatives across state agencies;
- **Deliberative.** The initiative will take four to six months to complete;
- **Inclusive.** It involves all front-line workers and managers. This initiative is going to work from the bottom up, not the top down; and
- **Focused on Results.** The MRI will produce concrete, doable recommendations that can be implemented within 18 to 24 months.

I'm going to closely track the progress of the MRI, keeping an eye out for creative agencies and rewarding them for successful implementation. I've also set aside \$10 million for this purpose. Fresh ideas and commitment will be recognized and supported.

With EGov on the horizon and the MRI in full swing, this is one of the most exciting times to be in public service. We have a unique opportunity to thoughtfully and creatively shape the future for all Massachusetts citizens. Don't miss it!

A handwritten signature in dark ink, reading "Jane Swift". The signature is stylized and fluid.

Jane Swift, Governor





# MASS.GOV MOVES AHEAD

### Mass.Gov Office Established

ITD has established a new group, the **Mass.Gov** Office, for the development and implementation of the electronic government initiatives. Bob Nevins has been named **Mass.Gov** Director, reporting to David Lewis, Commonwealth CIO and ITD Director. "I am pleased to have someone of the caliber of Bob Nevins take the leadership role for this most important customer-centric initiative," said Lewis. "Bob's experience and talent will serve Massachusetts well as we transform the delivery of government services by using the latest Internet technologies to bring together distinct government organizations."

Nevins has been Deputy Commissioner for Research and Development at the Department of Revenue (DOR) for the past five years where he has been instrumental in implementing many EGov initiatives that resulted in efficiency gains and improved service. Most notable is e-filing of income tax returns that began during the budget crunch in the early 90's when DOR was forced to reduce staff by 25%. E-filing resulted in cutting in half the processing time of a return over five years, offering better service at less cost. Nevins has been promoted to increasingly responsible positions at DOR since 1987 and led the team that was awarded the Manuel Carballo Governor's Award for Excellence in Public Service in 1994, the Commonwealth's highest honor for Executive Department employees. Nevins has been nominated for this same award again this year.

"I am excited and energized about this new opportunity to bring state government closer to the people, making it easier for everyone to access services while ultimately making government more efficient," said Nevins. "I am eager to help shape the future of digital government in Massachusetts."

Following on her leadership in selecting the enterprise portal vendor, Portal Implementation Manager Sylvia Kauffman is continuing to lead on the development of the **Mass.Gov** Portal, Massachusetts' gateway to integrated government services organized around customer needs, not government structure. Kauffman leads the Portal Advisory Group in working with the vendor to define the requirements and guide the portal design.

The **Mass.Gov** Office is currently selecting four Channel Managers for the Government to Business, Government to Citizens, Government to Municipalities, and Other (Visitors, Employees, etc.) access channels.

The next recruit-

ment round will seek Business Analysts for each of the access channels.

### Mass.Gov Portal Development Proceeds

The Portal Advisory Group (PAG), which served as the procurement team for the selection of the enterprise portal vendor, continues to meet regularly to advise the vendor about Commonwealth requirements for the portal. The PAG has selected the **Mass.Gov** logo, site navigation, and high-level graphics. A work group has been established for each of the access channels [Government to Business, Government to Citizens, Government to Municipalities, and Other (Visitors, Employees, etc.)] to identify virtual agencies and intentions for that channel. An ITD technical operations team is also meeting with the portal vendor to define the technical architecture and hosting environment. A Statement of Work has been finalized with the Usability Testing vendor.

The **Mass.Gov** preview site at [www.mass.gov/](http://www.mass.gov/) has been available for several months. It will be replaced in late October by the new enterprise portal.





## EGov Overview

### Status of High Priority EGov Applications

During the preparation of the Strategic Plan and Roadmap (available at [www.mass.gov/](http://www.mass.gov/)), the EGov Task Force selected 16 EGov applications for early development. The table below lists the status of each of these applications as of August 20, 2001.

	Agencies Involved (Lead Agency In Bold)	Phase Of Project	Investment Brief & Detailed Plan	Funding Approved	\$ Allocated To Date	Projected Implement. Date
<b>Portal Foundation</b>						
1. Portal Foundation Development	<b>ITD</b>	Development	●	●	\$1.8M	10/01
<b>Shared Services</b>						
2. Security	<b>ITD</b>	Design	◐	◐	\$0.7M	11/01
3. ePayments	<b>ITD, OSC</b>	Development	●	●	\$2M	10/01
4. eCustomer Relationship Management (eCRM)	<b>ITD</b>	Cost/Benefit Analysis	○	○		TBD
5. Geographic Information System (GIS)	<b>EOEA (MassGIS)</b>	Requirements Analysis	●	●	\$2.3M	7/02 (Phase I)
<b>Programs Serving Citizens</b>						
6. MassCares	<b>EOHHS, DHCD</b>	System Testing (Phase 1)	●	●	\$4M	6/03 (Phase 1)
7. eChild Support Enforcement	<b>DOR</b>	Requirement Analysis	●	●	\$0.25M	2/02 (Phase 1)
8. On-line Teacher Certification & Recruitment	<b>DOE</b>	Design	◐	●	\$2.4M	10/01 (Phase 1)
9. E-Gov Recreational Licenses	<b>DFWELE</b>	Acceptance Testing	●	●	\$0.6M	11/01
<b>Programs Serving Business &amp; Non-Profit Org.</b>						
10. Drivers' Record License Lookup & Notification	<b>RMV</b>	Cost/Benefit Analysis	○	○	\$4M	6/03 (Phase 1)
11. Professional License Renewal & Complaint Submission	<b>OCA, EOEA, DFS</b>	Development (Phase I)	●	●	\$0.25M	2/02 (Phase 1)
12. Online Submission of Applications for Environmental Permits & Certification	<b>DEP</b>	Cost/Benefit Analysis	●	●	\$2.4M	10/01 (Phase 1)
13. Comm-PASS Enhancement & eProcurement Portal	<b>OSD</b>	Requirement Analysis	●	●	\$0.6M	11/01
14. CORI Automated Screening System (CASS)	<b>CHSB, DOC, OCP, PB, SOR</b>	Development (Phase II)	◐	◐	\$0.6M	11/01
15. eFiling of Non-Profit Financial Reports	<b>OSD</b>	Requirement Analysis	●	●	\$0.6M	11/01
<b>Programs Serving Municipalities</b>						
16a. Municipal eFiling - Executive Order 418 Rpts.	<b>DHCD, EOEA, EOT</b>	Design	●	●	\$0.7M	1/03
16b. Municipal eFiling - Education Grants	<b>DOE</b>	Cost/Benefit	◐	○		TBD

Key: ○ Low/Minimal (-)    ◐ Medium (=)    ● High/Extensive (+)



# A CLEAR VIEW OF EGOVERNMENT LEGAL ISSUES

If you are a government attorney, you may have scratched your head about some of the following challenging legal puzzles lately:

- How can the Commonwealth maximize the use of the Internet while fully respecting citizen privacy?
- What electronic records need to be saved in order to comply with records disposition schedules?
- Which governmental transactions with citizens and businesses can be safely conducted over the Internet?
- How do agencies create electronic records of such transactions that can be used by them in later enforcement actions?
- What is an electronic signature?

There is currently no good roadmap for Massachusetts state government attorneys attempting to steer a course through the forest of electronic government. That's why ITD hosts the CyberLaw EGovernment Advisory Roundtable (CLEAR).

Convened for the first time in March of 2001, CLEAR, a group of high level counsel from all three branches of government, is a clearinghouse for information about "best legal practices" with respect to legal issues arising out of EGovernment. The group provides a forum for counsel to identify difficult EGovernment legal issues and develops legal guidance for all state agencies, the constitutional offices, and the three branches of government with respect to such issues.

In its brief tenure, the group has tackled the following thorny questions:

*Can my agency still require that the regulated public keep paper records of certain transactions?*

The Federal Electronic Signatures in Global and National Commerce Act, P.L. 106-229, enacted on June 30, 2000 ("E-SIGN"), validates electronic signatures, contracts, and other records pertaining to interstate or foreign commerce. Effective March 1, 2001, it imposes a revolutionary limitation on state agencies' former ability to require that private parties keep paper records of such transactions, forbidding

state agencies to limit parties to keeping *paper* records of certain transactions where the parties prefer to use *electronic* ones. This startling change is modified somewhat by additional provisions of E-SIGN permitting agencies to specify filing standards for filing formats and the accuracy, record integrity, and accessibility of electronic records, and to require private parties' retention of paper records for law enforcement and national security purposes. Unfortunately, E-SIGN's rules for state agencies are difficult to interpret. The CLEAR group reviewed and approved for distribution to all agencies draft guidance from the National Electronic Commerce Coordinating Council's E-SIGN Legal and Policy Work Group, entitled "Record Retention Analysis Under E-SIGN", which addresses the challenging legal issues created by this law.

*What is an electronic signature, contract or related record?*

At their second meeting, in May of 2001, CLEAR members heard a presentation from Daniel Greenwood, ITD Special Consultant for E-Commerce, on the topic of what the terms "signature" and "contract" mean under E-SIGN, the Uniform Electronic Transactions Act (not yet effective in Massachusetts), and Massachusetts law. Attendees learned that the Federal E-SIGN legislation, which preempts state law, validates only signatures and records pertaining to consumer and commercial transactions in interstate and foreign commerce, rather than purely governmental transactions; that there is no black-letter law in Massachusetts universally validating electronic signatures and contracts used in connection with any transactions, in particular purely governmental state government activities; but that Massachusetts courts have been progressive in extending the common law definition of these terms into the electronic age. The group reviewed and approved for dissemination to state agency counsel the U.S. Department of Justice's comprehensive Legal Considerations in Designing and Implementing Electronic Processes, a Guide for Federal Agencies, and a cover memorandum written by ITD's general counsel explaining the different legal landscapes faced by Federal and Massachusetts state government attorneys.

*Continued on Page 7*





## NEW LICENSING SYSTEM FOR MARINE FISHERIES



Gloucester Waterfront

Image Courtesy of Corps Photo Collection  
NOAA Photo Library, NOAA Central Library

On April 12 the Director of the Division of Marine Fisheries (DMF), Paul Diodati, awarded the first annual Director's Achievement Award to the Division's Licensing and Information Technology Development Staff for FISH2000. FISH2000 is a complex, web enabled application that issues and tracks all of the Division's commercial fisherman, seafood dealer and special permits. Because the Division uses licensing controls to manage marine fisheries resources, the system has extremely complex business rules that must be strictly enforced. In the past, fishermen had to carry up to 10 different permits to participate in special and regulated fisheries. Now only one is required. Director Diodati stated that, "Although the roll out was a bit late, the system is proving to be a great tool for the Division and its licensing staff and is a big hit with our constituents." Department of Fisheries, Wildlife and Environmental Law Enforcement Commissioner David Peters was on hand to assist with the presentation of the awards. The development of FISH2000 was funded through IT Bond II.

DMF IT staff teamed with Oracle Consulting to develop the application. It's an Oracle 8i Application, developed using Oracle WEB DB (now Oracle Portal) and the full power of the Oracle Developer and Designer tools. Oracle's OLAP (online analytical processing) tool, Discoverer, will be used to create user-friendly queries against the database.

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### A CLEAR View Of EGovernment Issues, *Continued from page 6*

*What kind of language should be included in a contract with a Web site or software developer?*

At CLEAR's July 2001 meeting, Harold Fisher, Deputy General Counsel of OSD, presented and CLEAR discussed a draft set of standards for agency counsel to use when negotiating Web site and software development agreements. This draft was developed by a working group that includes representatives from the private sector, agency counsel, the Attorney General's Office, and the Commonwealth's Operational Services Division.

*How can agencies ensure citizen privacy?*

ITD has played a leading role in working with the Governor's Office and the Executive Office for Administration and Finance ("ANF") to develop standards for all state Web sites with respect to mandatory privacy policies. CLEAR will take this project a step further by developing an enterprise-wide privacy policy that will eventually be proposed

to the Administration. A CLEAR working group led by Jenny Hedderman, Deputy General Counsel of the Office of the State Comptroller, and including representatives from ITD, the AG's office and the Courts, will present the draft policy at CLEAR's September meeting.

The list of perplexing legal issues raised by EGovernment is long, and CLEAR's future projects include, among other things, developing information and guidelines for agencies pertaining to cyber crime, agency liability arising out of Web site-related activities, records disclosure and management in the electronic age.

For more information about CLEAR, copies of information already reviewed by CLEAR and distributed to agency counsel, and guidance on EGovernment legal issues, agency counsel should call ITD General Counsel Linda Hamel at (617)-626-4404 or email her at [Linda.hamel@itd.state.ma.us](mailto:Linda.hamel@itd.state.ma.us).



## **UMASS ADVANCES NETWORKING, DISTANCE LEARNING & LIBRARIES**



### **Massachusetts Information Turnpike Initiative (MITI)**

During FY01, the MITI network continued to expand its existing services and to add new services to support the telecommunication needs of higher education, public libraries, and state agencies. Due to the increasing demand for

Internet services, MITI upgraded its DS3 (45Mbps) Internet links to OC3 (155Mbps) to enable meeting the immediate needs of customers and to be in a position to respond rapidly to any future Internet bandwidth requests. Several network hardware and software upgrades were completed to support delivery of these services.

A video bridge and several new video gateways were added to the network to expand the reach and quality of our video services to all parts of the Commonwealth.

Transport services were provided to the Trial Court System, the Department of Employment and Training, and CWMARS (the library consortia that services Central and Western Massachusetts). This service allows public entities that have locations across the Commonwealth to communicate electronically over the high speed MITI network.

In the latter part of the fiscal year, MITI began providing application hosting services. This service will be expanded throughout FY02 to support the UMassOnline initiative (described below), State and Community colleges, and State agencies that wish to host applications on the MITI network for high-speed access from the Internet and across the backbone network.

### **UMass Distance Learning Initiative**

FY01 also saw the University launch a web-based distance learning initiative called UMassOnline to meet the public demand for online degree programs and courses. The distance learning bond funding was used

primarily to support UMassOnline start-up activities. A major emphasis was placed on creating facilities to prepare faculty to develop web-based courses for UMassOnline. These facilities, which double as computer laboratories when not in use for classes, have the necessary multimedia software and hardware to create high quality graphics and video for online and interactive video distance learning classes.

Hardware and software were purchased to house the UMassOnline portal. It provides an eye-catching description of the distance learning offerings of the UMass five-campus system. Nearly 25,000 hits were made on the site in just two months. Visit the UMassOnline web site at [www.umassonline.net/](http://www.umassonline.net/).

The funding has also provided improvements to distance learning classrooms, as well as the connection of additional distance learning classrooms and associated network upgrades.

### **UMass Digital Library**

The libraries of the University of Massachusetts embarked on a project to offer services and information to students and broader user communities through the creation of a shared digital library. Projects included in this first phase of the UMass Digital Library completed in FY01 were:

- A **Web Site/Portal** was developed to serve as a gateway for the digitized collections and services of the UMass libraries.
- A list of **electronic resources to be shared** by all campuses was developed by a group of librarians from all five campuses, and negotiations were completed for these resources. Titles purchased included: the *Oxford English Dictionary*, *Mental Measurements Yearbook*, *ABI Inform (a business database)*, and *100 NetLibrary e-book titles*.
- **Extended Reference:** A software package called "LivePerson" and laptop computers were purchased for all campuses to provide live chat interaction between remote users and an on-duty reference librarian.

*Continued on page 21*





## Massachusetts One-Stop Employment System

### **New Employment and Training System Improves Services to Employers, Trainees and Job Seekers**

The Massachusetts Division of Employment and Training (DET) is responsible for Employment and Training Services across the Commonwealth.

DET works with Massachusetts businesses and their employees in a number of areas to provide information, funding, and employment and training services

throughout the Commonwealth. For example, the Workforce Training Fund administered by DET provides grants to train workers in up-to-the minute skills and technology. DET also provides essential financial assistance for workers who are temporarily

#### **Major features of MOSES**

- Integrates over 20 programs
- Over 200 locations across state
- Gives weight to employer services
- Expands local office services beyond those traditional provided
- Offers opportunities for ad-hoc reporting
- Adaptable
- Windows based
- Dynamic user security
- Connectivity

between jobs. In addition, DET partners with Regional Employment Boards, local elected officials, and other agencies to ensure that workers and employers are linked through the state's network of One-Stop Career Centers. As part of its data collection efforts, the agency provides economists, educators and government officials with economic data indispensable for making strategic decisions for the Bay State's future.

All of these employment and training services are provided to customers through an integrated network of 39 Career Centers located across the Commonwealth. Recently, DET implemented the Massachusetts One Stop Employment System (MOSES), a windows based intranet data system that links all of the Career Centers by providing data collection, data exchange, and management reporting.

MOSES was developed in conjunction with Deloitte Consulting and replaces three separate mainframe systems that did not permit the sharing of data. MOSES is

Client/Server application developed in Power Builder. It utilizes an intranet network connecting over 1,000 staff at 200 locations across the Commonwealth and provides:

- Case Management
- Statewide job matching
- Eligibility determination for training
- Report functionality

"MOSES was designed to collect data more efficiently, which allows our counselors to do a better job matching clients to programs or job openings," said DET Program Manager John Walsh. Mr. Walsh said that MOSES collects data about people such as vocation, employment history, education and demographics to determine client eligibility for up to twenty-five different programs.

MOSES also collects data from client companies, allowing DET staff to create employer records and fill job openings. "Employers can provide job opening information to us and MOSES will match employers and employees based on the information we receive," said Mr. Walsh. The system also includes information on training courses approved by DET. For example, if a draftsman is in need of CAD training, MOSES will help identify DET funded programs at any number of local education institutions such as MIT or Wentworth. Since first becoming operation in July, 2000, MOSES has helped place almost 22,000 clients in new jobs.

While MOSES is currently an intranet based system for DET staff use only, plans are in the works for an internet based self-service system known as Mass. Job Quest (MJQ). This expansion of MOSES will allow people to view available jobs, create a personal profile and match their skills to those jobs. The system will also have a message center, enabling interested employers to send e-mails to job applicants.

Mr. Walsh pointed out that user acceptance is extremely high, which he attributes to the fact that over 1,000 staff participated in the development of MOSES through twenty different committees. Particular credit for the successful development and implementation of the system is given to DET Director Jack King, Project Directors Marilyn Boyle and Patricia O'Donnell, IT Director Jeff Ritter, and Training Director Joan Folcik.



## STATE COMPTROLLERS OFFICE UPGRADES

The Office of the State Comptroller (OSC) has been an early advocate for e-government applications, with a number of award winning projects. As technology evolves, OSC continues to introduce new applications while upgrading existing ones. Listed below are just a few.

### **Massachusetts Management, Accounting, and Reporting System (MMARS)**

MMARS has been successfully supporting the Commonwealth's accounting system for the past fifteen years, winning multiple awards along the way. Over the last decade, the OSC in partnership with ITD, has continued to add functionality to MMARS. However the underlying customer interface has continued to be the so called "green screen", mainframe character based user interface that recalls the 80's technology and programming on which the system is built. "The Commonwealth is moving to more modern technology for the payroll system with HR/CMS and also the launching of an EGov initiative to construct a new suite of government applications. These changes led OSC to evaluate the tradeoffs between continuing to enhance the functionality in the MMARS legacy system versus upgrading to new technology," said State Comptroller Martin Benison. The initial conclusion was that upgrading the underlying technologies of the Commonwealth's financial systems will:

- Enhance the ability to provide real-time interfaces between the portal and the Commonwealth's accounting system;
- Allow government workers to more easily move between these systems;
- Significantly reduce the cost of integration.

In June 2000, the Comptroller established a Steering Committee to provide guidance and advice in the evaluation of financial accounting systems currently available in the marketplace. The committee requested that an evaluation be performed on the leaders in the field of financial accounting systems to determine the functional fit with the Commonwealth. The intent was to identify financial accounting systems that may serve as adequate replacements for MMARS. All of the systems evaluated were Internet based, multi-platform applications that claim to be capable of supporting a diverse government structure like the Commonwealth. When all factors were considered, the evaluation team recommended an upgrade of the existing AMS system. According to Bill Hardin, System Integration Manager, the team concurred that the upgraded system will more actively support e-government applications, and over time, will reduce the cost of integration by utilizing the common standards of the web. In addition, it will provide an increased ease of use for government and non-government users through the utilization of common browsers.

The Comptroller believes that it is good government practice to take advantage of new and evolving technologies to improve legacy systems and the web is a viable mechanism that should be utilized to make it happen.

### **PayInfo**

PayInfo is the successor of a Paperless Payroll initiative developed by the Office of the Comptroller. During the Paperless Payroll pilot, employees from six departments utilized a web site to access individual payroll information. Feedback from the pilot was reviewed and as a result, the web site was re-engineered. Additionally, the feedback illustrated a need to enable departments to print duplicate payroll advices locally. The project supports federal and state initiatives to eliminate paperwork whenever possible. OSC's Barbara Miller, Web Development Manager, said that user feedback was a key to the system enhancements. PayInfo developed two new applications that provide new functionality for payroll administrators and employees.

- **Decentralized Distribution:** This application allows payroll directors to view employees' remittance advices using the Commonwealth's existing mainframe based online reporting system, View Direct, and print them locally. The Decentralized Distribution functionality was delivered last year. Departmental payroll personnel are successfully accessing and utilizing the reporting capability.
- **Web based application:** This application allows Commonwealth employees to view and print payroll remittance advice information via a secure Internet connection at their convenience from wherever they are. The Web based application is currently in pilot, with several agencies on a list waiting to pilot. Working with the Human Resource Division, OSC is planning to roll out to more departments, with the goal of statewide implementation during FY2002.

OSC is committed to implementing these new benefits to the Commonwealth's employees.

### **MASSfinance**

MASSfinance is a two time Award winning web site/application that delivers financial information to Commonwealth employees, vendors, customers, other governments, and the general public. The information is updated daily and available on demand, 24 hours a day, 365 days a year. The site currently averages over 7,000 users per week.

Currently, MASSfinance consists of *CommonCents*, *VendorWeb* and *Cities and Towns*. Over the past year, MASSfinance has been enhanced in a number of areas.

*Continued on page 21*





## **JOB SEEKERS AND EXECUTIVE AGENCIES BENEFIT FROM HRD ENHANCEMENTS**

### **CEO**

The Human Resources Division (HRD) has been posting Executive Branch agency job openings on its Commonwealth Employment Opportunities (CEO) web site since 1997. CEO has been a popular and successful web application – making it easier for job seekers to find employment opportunities with the Commonwealth and for executive agencies to attract qualified candidates.

**CEO**  
Commonwealth  
Employment  
Opportunities

As part of a larger effort to reengineer the state's hiring process, CEO has recently been upgraded and enhanced. According to HRD IT Director John Shontell, the changes to CEO, many of which were recommended by an interagency focus group, will provide new tools to both the posting agencies and the on-line job seekers.

"We have a very large audience using CEO but we found it did not meet all of their needs," said Mr. Shontell. Many of those needs have been addressed in the new version of CEO. For example, directly from the CEO home page, job seekers will now find more information such as a downloadable CEO booklet. They will also find general information about:

- CEO Postings
- Civil Service
- Definition of a Qualified Veteran
- Links to other services provided by the Human Resources Division

CEO has also been enhanced to make it easier for job seekers to find job openings that meet their needs and qualifications. For example, they can identify positions through a key word search or through a number of other options, including:

- Agency
- Location - Region and/or city/town
- Part-time vs. Full-time
- Occupational Group
- Management vs. Non-Management
- Position Types - Contract or Seasonal

The posting agencies will also benefit from enhancements to the system. For example, agency and secretariat reviewers will be notified via e-mail of new postings requiring their review and approval. Agency job posters will also have the ability to track

and identify the status of job postings on-line. One significant new addition which will be implemented soon after the application is released is the ability of agencies (upon approval of the agency head) to accept resumes and cover letters electronically. In addition, because the information will be populated into job postings from the Data Warehouse based upon position number, less data entry will be required. "Once the posting number is listed, the information is there and there is no need for duplicate entries," said Mr. Shontell. "This is another big time saver for agency staff."

The new CEO application is just the first of a series of changes that will occur over the course of the next several weeks on the HRD Web site which will make it easier to find state employment opportunities and learn about the many benefits of working for the Commonwealth.

### **Civil Service Exams**

In addition to enhancing the CEO website, HRD has also focused on providing Civil Service information and services over the Internet. Each year, HRD administers approximately twenty open competitive and promotional Civil Service Exams to over 20,000 applicants. Currently, all aspects of the system are paper-based and applicants must pay for exams in person with a credit card or by mail, using a money order.

One enhancement underway will allow civil service test applicants to apply on-line and pay for that application by credit card. "Every year during the application process there are lines stretching through the lobby of the McCormack Building. With a 24 x 7 internet payment system we will help eliminate those lines and the inconvenience to the applicants," said Mr. Shontell.

This phase of the civil service enhancement effort will be up and running in the fall. A second phase is being planned for the spring and will provide information on test sites as well as directions to those sites. Plans also include the ability for applicants to obtain their individual test scores and standings on lists via the Internet. Currently that information is only available in person or by written request.





## **PUBLIC SAFETY AGENCIES PURSUE EGOV GOALS**



The Public Safety agencies are forging ahead with many cross-agency and Internet-based projects to improve their efficiency and effectiveness. Here are some highlights:

### **State Police Use Web Site & Data Matches To Apprehend Violent Fugitives**

Through a cooperative effort with federal agencies, state agencies, municipalities and the public, the Violent Fugitive Task Force – comprised of State Police and Corrections Officers – develops leads on the location of wanted violent felons to effect their apprehension. One of the methods used

is the "Top Ten Most Wanted" list. This poster, coordinated with the District Attorneys, State Probation/Parole Departments, and local police departments throughout the state, is distributed both locally and nationally and is posted on the State Police web site (<http://www.state.ma.us/msp/wanted/wanted.htm>). Expanded to a roster of 14 wanted individuals, the web page's exposure has resulted in the apprehension of four of the felons on the recently published most wanted list.

The Welfare Reform Act of 1996 provided the first "cross-match" of wanted felons in Massachusetts against the Department of Transitional Assistance (welfare). The "cross-match" has led to the arrest of violent felons, individuals turning themselves in, and others being shut-off from benefits until their warrants are cleared. The Division of Employment and Training was another state agency to perform the cross match against Massachusetts felony warrants. This cross match yielded 2,320 felony hits of which 194 are considered major cases. Cross matching has also been done with the federal agencies, Social Security (SSI), and the USDA for food stamps.

The Task Force has also initiated through the Office of the Secretary of Public Safety, "Operation Clean Sweep". This program involves matching Massachusetts felony warrants against those of other states and has resulted in the apprehension of 76 individuals identified as violent felons.

The Criminal History Systems Board and the Informa-

tion Technology Division have begun an initiative to automate the cross match process through CommBridge. This will allow the agencies that utilize or provide match data to have more immediate access to and greater flexibility with the information.

### **Parole's Automated Tracking System (PATS) On-Line**

The Massachusetts Parole Board's client tracking and case management system, PATS, is now on-line in 38 locations across the Commonwealth. PATS is designed to track offenders throughout the state and county correctional facilities, record parole community supervision information, follow the offender until his/her completion of sentence, and link victims to their offenders in order to provide the victims with timely notices and contacts.

PATS is an on-line, real-time system that electronically transmits offender information among Parole's twenty-seven state and county correctional offices, nine community supervision field offices, and the administrative office; thereby increasing the timeliness and efficiency of information transfer and reducing the redundant entry of offender information.

Implementation of PATS in all Parole Board locations advances the Commonwealth's goal of increasing public safety through data sharing in order to establish a complete, accurate and integrated criminal justice record keeping system. Parolee information is electronically transmitted from PATS to the Criminal History Systems Board (CHSB) to comply with the Criminal Offender Record Information (CORI) Law, the Sex Offender Registry Law, and to provide current parole status to the Massachusetts criminal justice community via the CHSB's on-line Board Of Probation (BOP) interface.

Connectivity to PATS was achieved via partnerships with the Executive Office of Public Safety, the Criminal History Systems Board, the Information Technology Division (ITD), the Department of Correction (DOC), and the Sheriffs who are in charge of the Houses of Correction. The willingness of the partner agencies to share technical assistance and resources has enabled the Parole Board to access the CHSB network for law enforcement information, DOC for information on state inmates, ITD for access to Parole's Automated Tracking System, and the Internet.



## **PUBLIC SAFETY AGENCIES PURSUE EGOV GOALS - CONTINUED**

### **Automated CORI Checks, Soon To Be Online**

The Criminal Offender Record Information (CORI) Unit of the Criminal History Systems Board (CHSB) is responsible for conducting CORI checks for approved agencies such as schools, nursing homes and daycare centers. The CORI Unit has experienced a tremendous growth in the number of CORI checks requested, almost doubling in volume from 1996 to 2000. The CHSB recognized that, to meet this demand, the process of conducting CORI checks would have to be automated. The CHSB devised a plan to automate the process, was awarded IT Bond funding in FY01, and the project is one of the high-priority EGov projects. The project was named CASS for CORI Automated Screening System.

CASS was divided into two phases to minimize the impact on staff and customers. The first phase included automating the "screening" and distribution of CORI requests. Generally, non-criminal justice agencies receive only a portion of the record and some data had to be redacted. Prior to automation, this was a manual process that required attorneys to review and redact. Software was developed that could read the non-standard language of a criminal record and determine the status of the record, thereby eliminating the need for the attorney review. The second aspect of phase 1 addressed the automatic printing, sorting, and distribution of records for return to the requesting organization. This part of the project was also successful, as demonstrated by the fact that the CASS program prints and distributes approximately 3000 records per day without any intervention by CORI staff.

The second phase of the CASS project involves utilizing the Internet to allow organizations to become approved to conduct CORI checks and to allow approved requesters to submit and receive CORI checks over the Internet. It is anticipated that Phase 2 will tremendously improve the processing of criminal records, both by reducing the amount of paper requests, and by significantly decreasing the turnaround time associated with the mailing process. This will streamline the CORI certification, making it much more efficient. It will also allow the CORI Unit to meet the Commonwealth's growing demand for CORI access. CHSB expects to implement the second phase in September 2001.

### **Short Takes: Other Public Safety IT Successes**

In a joint effort between the Criminal History Systems Board and the Massachusetts State Police, a Store and Forward System has been implemented to create an electronic link between an arrest event and the associated fingerprint record. Whether the transaction is a fingerprint submission to AFIS (Automated Fingerprint Identification System), demographic/incident data for repository files, or an identification response being returned to the inquiring agency, the Store and Forward server insures the delivery of the data to the appropriate location.

In FY2001, the **Criminal History Systems Board**, in conjunction with the Massachusetts State Police, implemented the final Interstate Identification Index, or Triple I, requirements. CHSB became a Triple I participant in June, the culmination of almost ten years of work on the part of the Executive Office of Public Safety and all of the agencies within the Commonwealth involved in the criminal justice process. Triple I is the FBI's nationwide, automated "pointer" system for criminal record information. To be a participant, a state must be a sole-source contributor of criminal fingerprint cards to the FBI's Identification Division and must have an automated system in place to respond to requests for criminal records made through the Index.

The **Registry of Motor Vehicles** launched an aggressive online program to provide better customer service for Massachusetts residents. During the past year, the RMV has **overhauled its online presence**, adding two new transactions and creating an easily navigable transaction-focused web site. In addition, the Registry began a low cost, high visibility marketing and branding campaign, changing the name of the site from [state.ma.us/rmv](http://state.ma.us/rmv) to the more easily memorable and marketable brand name, [massrmv.com](http://massrmv.com). By "driving" customers to [www.massrmv.com](http://www.massrmv.com), the Registry has essentially made customer service self-service and still managed to increase the convenience factor for the consumer. In addition, estimated waiting time at RMV offices is posted on the web site so that customers still wanting to conduct their Registry transactions in person can check to see where lines are shortest.

*Continued on page 20*





# ENTERPRISE APPLICATIONS RESOURCES

### GILS Project

ITD managed the requirements analysis for a GILS (Government Information Locator Service) implementation for the Commonwealth. Based on a standard developed by the federal government, many states are adopting GILS servers to enhance the ability to identify and locate information created and published by state agencies. GILS services are most commonly used for enhancing searches for materials published on the web and finding published and archival materials in paper collections. As a central directory service, it can also be used for related purposes, such as managing public records law rulings or agency publishing schedules. More information on GILS can be found at <http://www.gils.net/>.

ITD worked with representatives from the State Library, the State Archives, the Supervisor of Public Records, and others to develop the business and functional requirements. The analysis focuses on existing systems to see how they would be integrated, options for efficiently incorporating web publications, and identifying potential future uses. A GILS implementation is being planned for FY2002 for use as the subject taxonomy for the **Mass.Gov** portal.

### The Commonwealth's ePayments Shared Service Project

The Information Technology Division (ITD) is developing a statewide ePayment shared service that will initially provide a centralized service for the Commonwealth to process credit cards. The ePayments Shared Service will eventually allow departments to process any type of ePayment (credit cards, debit cards, smart cards, e-checks, etc.) from any source (web, PC application, mainframe, IVR, POS, etc.), including the statewide portal and other EGov applications. Additionally the ePayment service will assist departments in reconciliation, reporting and backend processing to MMARS, the state's accounting system. The goal is to provide a simple standard interface with minimal work for the business application programmer that can be easily adopted from any platform.

The first phase of this project will process credit cards only. Additional phases will enhance the system's capabilities to accept other ePayment types.

The project is being completed in partnership with the Human Resource Division (HRD). HRD is building an

online web application to collect civil service exam fees over the Internet.

Release 1 of the system is scheduled to go live in October of 2001.

### CommonHelp Update

The CommonHelp technical support team has extended their hours of operation. Technical Support will be provided from 7:00am to 7:00pm, Monday through Friday, effective September 4th. Additional staff have been hired and trained to provide support for the MassMail project and to cover these additional hours.

As changes are implemented, the helpdesk wants to be sure of continuing to meet customer service needs. A Customer Service Satisfaction survey has been developed to gather information on the quality of service being provided. The survey can be accessed at <http://www.itd.state.ma.us/helpdesk/survey/survey.asp> whenever a user wishes to provide feedback.

### CommBridge

The Communications Bridge (CommBridge) has been deployed to many agencies during the past year. It is now being used for over ninety interfaces among more than thirty departments. CommBridge, built on IBM's message queuing product MQ Series, allows the Commonwealth's diverse applications to "talk" to each other in spite of differing platforms, protocols, and technologies. It provides a uniform and consistent approach, allowing systems to communicate in the same manner without knowing what platform is at the other end. CommBridge simplifies the task of connecting applications across unlike environments. Developers focus on business logic, while MQ Series manages the connections to computer systems. CommBridge protects information - it guarantees the delivery of data, once and only once, even when applications or networks are unavailable. It also has an encryption interface so messages can be encrypted using public key cryptography.

*Continued on page 22*





# ENTERPRISE COMMUNICATION SERVICES

### Outlook Web Access

Did you ever want to check your Commonwealth email account from a location other than the workplace? Well, if you're a MassMail user, starting in late September your needs will be answered with Outlook Web Access (OWA).

OWA is a value-added feature of the MassMail environment. It provides a secure environment for users to access their Exchange 2000 data by using an Internet browser and was designed for roaming/remote access users. OWA will require a remote machine to be protected by current anti-virus and personal firewall software. MassMail users will be able to access their email, calendars and contacts through practically any computer connected to the Internet and running Internet Explorer 5.0.

Don't be confused though. OWA is not Virtual Private Networking (VPN). People who require remote access to applications and network resources will still need to use VPN on a secure client. But for those people who just need access to their Exchange 2000 resources, the wait is almost over.

ITD is currently testing the account policies and security options at the Massachusetts Information Technology Center in Chelsea. Watch for the rollout of OWA in late September. For more information, contact John Loycano, (617) 626-4529, [John.Loycano@state.ma.us](mailto:John.Loycano@state.ma.us).

### Enterprise Security Board

The Commonwealth's introduction of the electronic government portal opens a virtual Pandora's box, providing greater opportunity to those who want to steal, misuse, destroy, or corrupt information for personal or political gain. As the owners or managers of agency information assets, Commonwealth staff recognizes its responsibility if information is compromised or made unavailable, whether as the result of being improperly maintained or disseminated illegally to the detriment of the Commonwealth's citizens who have entrusted us with their personal information.

Given the charge and desire to support the information enabling community, ITD has established an Enterprise Security Board to establish an enterprise approach for securing and managing information. Two important and related first steps include the development and dissemination of an enterprise security policy and the

implementation of a policy-based, shared security service, whose purpose is to assist citizen, business, and state employee access to Massachusetts' Mass.Gov on-line services.

Success is contingent on the recognition that all Massachusetts government agencies are residents of the same community, regardless of jurisdictional boundaries. An Enterprise Security Board has been established with representation from a cross-section of state government including staff who are comfortable and knowledgeable from security, business, and/or technology perspective(s). This group will oversee the development of enterprise security policies for the new portal, including the shared security service, and will select the vendor and tools to implement the security policies.

### MassMail Migrates Charter Agencies

Beginning in late 1999, the Commonwealth of Massachusetts began looking at ways to centralize and standardize the disparate directories and messaging platforms onto the new, emerging Commonwealth standard: Microsoft Windows 2000 Active Directory (AD). With Exchange 2000 poised to be the first enterprise application to fully leverage the directory, the Commonwealth began to build the foundation for the eGovernment initiative. As a result, the Commonwealth partnered with Microsoft Consulting Services to design and implement a new enterprise system to facilitate the Commonwealth's migration to a new file, print, messaging, and application environment based on the Microsoft Windows 2000 Platform that would be the core infrastructure for future eGovernment initiatives.

Then in April 2000, the Commonwealth launched a 4-year phased implementation called MassMail:

- Apr 2000 - June 2000 Discovery phase. A comprehensive study of the existing messaging systems throughout the Commonwealth.
- Jun 2000 - Jan 2001 Design Phase. Microsoft Consulting Services created a system design of the Windows 2000 and MassMail environment.

*Continued on page 22*



## **OPERATIONAL SERVICE BUREAU PREPARES FOR NEW TECHNOLOGY**

Many and varied new and shared services will be required to support the electronic government initiative and the ITD Operational Service Bureau is preparing to meet the challenge. All of the Operational Service subgroups – Security, Networking, Infrastructure, Business Relationship Management, Computer Operations and Research/Development – know that they have to be ready to respond quickly to new requests.

The Data Center is preparing to maintain an inventory of switches, servers, and operating system software to enable it to meet the abrupt timeframes. Well prepared staff also is required for readiness to work with the “on demand” response times. Data Center staffers are pursuing training and certification in a variety of technologies to increase their readiness for the increasingly demanding technical environment.

One of the new technologies being evaluated at the Data Center is the Storage Area Network wherein any server in a given environment should be ready to pick up the load as needed. The user should not care where their data resides as long as it is secure, available and backed-up.

The introduction of EMC technology allows maximum storage flexibility with guaranteed up time. The hardware and software can snap a picture of a database in seconds while permitting the online applications to keep running. System availability may not be quite 24 by 7 but up time is 99% – barring major failures. These new concurrent and high-speed backup capabilities allow applications to start earlier and stay up longer.

For MassMail’s messaging, the Data Center has sophisticated hardware and software to ensure appropriate service levels for customers: instant response, backup, recovery, etc. In the mainframe legacy system arena, staff is readying hardware, operating systems, software and storage to position itself for higher workload and for web enablement of legacy applications.



Operational Service Bureau is in the process of implementing software alert systems using new technologies with greater flexibility in how systems are managed and how communications are handled. This includes the latest monitoring and reporting techniques for NT.

The Customer Relationship Management group will be expanded to beef up customer service and provide more customer representation at the Data Center. The Enterprise Security group is working with a security

committee of agency participants to address electronic government issues, such as choosing vendors to provide public key infrastructure (PKI) services.

Research/Development is exploring new technology such as wireless access to MassMail.

In addition, OSB is developing an operations brochure to outline for customers the range of services offered. They are also developing a services matrix that will cross-reference hardware, software, operating systems, standards, and tools to clarify the offerings.



# DPH PROCESS HELPS ENSURE IT PROJECT SUCCESS

Each year, Commonwealth agencies invest millions of dollars in technology projects. Unfortunately, it is a fact of life that not every project goes as planned. In order to help ensure IT project success, the Department of Public Health (DPH) has implemented a standardized Systems Development Process (SDP) that is now being used throughout the agency.

DPH is made up of nine separate bureaus with a diverse range of activities. These include prenatal care, violence prevention, emergency medical services, substance abuse treatment, AIDS treatment and prevention, tobacco control, cancer screening, care for disadvantaged citizens in four public health hospitals, health care quality assessment, and environmental health, among others.

Under the SDP, all DPH IT Projects in excess of \$100,000 must follow a standard procedure. "The SDP provides a roadmap to success for all of our bureaus," said Bob Lebel of DPH. "Our CIO, Bill O'Callaghan wanted to develop a process with sound repeatable methodology that would make it easy for people to know what needs to be done when developing a system."

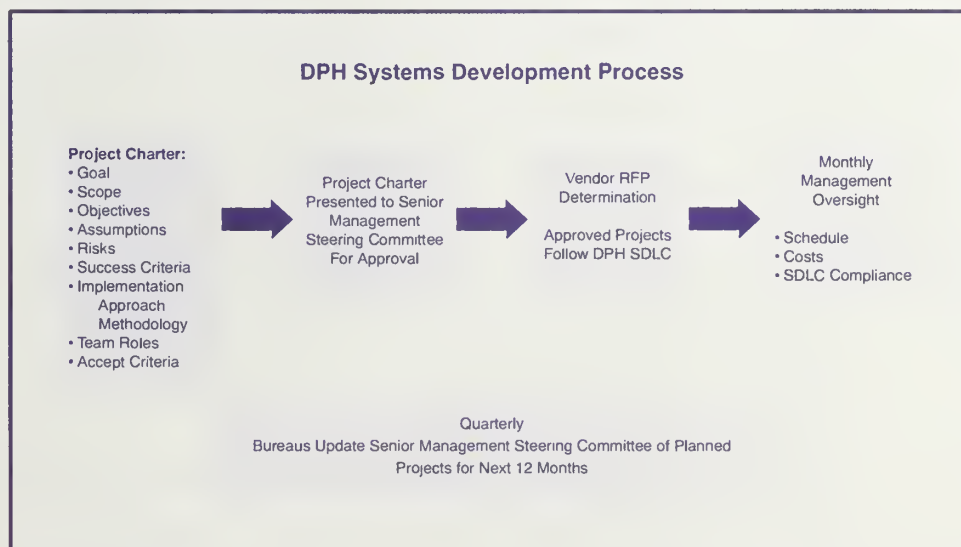
With the SDP in place, IT projects must follow a standard request, oversight and approval process. The initial step in the process is the creation of a project charter, which is intended to help agencies bring forward

projects for approval. The Project Charter includes a number of project criteria such as goals and objectives, scope, assumptions and constraints, risks, implementation strategy, team roles and deliverables. The charter is then presented to a Systems Steering Committee comprised of senior management for approval. Approved projects must then follow a Systems Development Life Cycle (SDLC).

The SDLC further defines the development process using a six component process: Project Initiation, Concept Definition, Functional Definition, Structural Design, Development and Deployment. The Systems Steering Committee oversees project schedules, costs and SDLC compliance throughout the project.

"This process is designed to ensure project success by using a standard process with oversight. Problems during the project are identified and addressed as they occur," said Mr. Lebel. In addition, the Department has also developed a standard agreement for its vendors. This agreement identifies a list of deliverables and payment schedule, and includes a 15% holdback to ensure all provisions of the contract are met.

Now in place for just over one year, the SDP has been successfully utilized to ensure that projects are completed on time and within budget. In fact, said Mr. Lebel, "there have been no project cost or schedule overruns since the SDP has been in place."



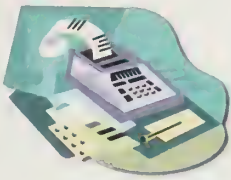




## IT Spending

# IT BOND II FY2001 PRELIMINARY EXPENDITURES

Project Name	FY2001 As of 8/8/2001 Expenditures
Electronic Commerce	\$6,648,899
MAGNET	\$6,261,238
Community Communication Servers	\$4,500,000
Digital Mapping/Communications	\$2,877,761
Conversion to Digital Technology	\$2,853,099
System Migration & Office Automation	\$2,596,983
Project Intercept/Common Client Targeted Cities/Early Interv. Data Sys.	\$2,572,355
Inmate Record Imaging and Archiving	\$1,927,000
Firearms Licensing and Imaging (FLIP)	\$1,449,106
Strategic Planning & Management	\$1,258,753
Reengineering of the CHSB Systems	\$1,248,497
Single Tax File	\$1,227,981
Campus Infrastructure Upgrades	\$1,100,000
Imaging Platform Upgrade	\$998,904
UMASS - Massachusetts Information Turnpike Initiative (MITI)	\$949,823
Integrated Legal & CJIS System	\$924,812
Integrated License & Document Management System	\$741,126
Distance Learning Across Campuses	\$726,718
Local Services Online Govt	\$620,747
Automation of Audit Preparation	\$609,043
HR/CMS	\$605,731
Systems Integration Project	\$567,794
State Police Information Network (SPIN)	\$529,359
Electronic Filing System	\$500,000
Facility Management Information System	\$491,760
MassBusNet	\$439,909
Law Enforcement Technical Training Centers	\$424,148
Public Library for the 21st Century	\$393,407
Regional Fiber Optic Network Extension	\$340,000
State Lab E-Govt	\$316,221
Major IS Development Projects	\$293,873
Magnetic Storage	\$220,000
Web Enabled Fisheries Licenses	\$156,542
Senate Automation Projects	\$151,460
Web Enabled MEPA and DFA's Licensing	\$126,865
Projects <\$100,000 per (total of 10)	\$433,118
<b>Total IT Bond II FY2001 Preliminary Expenditures</b>	<b>\$48,083,032</b>



## IT Spending

### PRELIMINARY FY2001 IT SPENDING

Executive or Constitutional Office or Branch	Gross Operating Expenditures	Gross Capital Expenditures	Trust Expenditures	Federal Expenditures	Grand Total
Health & Human Services	\$66,071,077	\$6,820,070	\$9,293,948	\$7,907,852	\$90,092,947
Higher Education	\$15,475,297	\$4,064,874	\$66,654,555	\$42,013	\$86,236,740
Administration & Finance	\$29,732,916	\$18,368,745	\$6,072,978	\$12,742,604	\$66,917,243
Public Safety	\$26,848,234	\$23,292,801	\$3,771,790	\$3,131,240	\$57,044,065
Treasurer & Receiver General	\$19,835,929	\$34,000	\$761,718	\$0	\$20,631,647
Judiciary	\$11,350,677	\$8,251,650	\$3,313	\$6,807	\$19,612,448
Department Of Education	\$6,643,343	\$9,337,707	\$276,888	\$1,478,655	\$17,736,593
Labor	\$1,105,227	\$30,568	\$3,997,224	\$8,569,965	\$13,702,984
Environmental Affairs	\$4,110,480	\$6,637,136	\$53,112	\$745,916	\$11,546,644
Secretary Of State	\$5,333,433	\$2,663,408	\$3,527	\$28,358	\$8,028,726
District Attorney	\$3,502,897	\$861,547	\$215,317	\$147,176	\$4,726,936
Transportation & Construction	\$912,910	\$3,611,829	\$25,713	\$0	\$4,550,452
Joint Legislative Expenditure	\$2,567,650	\$1,973,416	\$0	\$0	\$4,541,066
Sheriff's Departments	\$2,950,933	\$900,972	\$0	\$179,589	\$4,031,493
Consumer Affairs	\$1,613,750	\$1,023,236	\$497,868	\$2,348	\$3,137,202
Elder Affairs	\$2,449,731	\$4,236	\$0	\$11,793	\$2,465,759
Office Of State Comptroller	\$202,568	\$1,360,659	\$0	\$0	\$1,563,227
Attorney General	\$1,056,836	\$0	\$63,069	\$32,964	\$1,152,869
State Auditor	\$362,154	\$542,559	\$43,000	\$0	\$947,713
Board Of Library Commissioners	\$739,416	\$0	\$0	\$28,345	\$767,761
Campaign & Political Finance	\$140,793	\$500,000	\$0	\$0	\$640,793
Communities & Development	\$61,685	\$28,941	\$306,547	\$8,638	\$405,810
Economic Affairs	\$345,147	\$33,920	\$23,027	\$0	\$402,094
CTR/FAD Accounting Entities	\$0	\$0	\$0	\$248,617	\$248,617
County Expenses	\$0	\$0	\$172,630	\$0	\$172,630
Governor	\$158,227	\$0	\$0	\$0	\$158,227
Ethics Commission	\$118,123	\$0	\$0	\$0	\$118,123
Inspector General	\$31,224	\$55,662	\$0	\$0	\$86,886
Disabled Persons Protection Com	\$59,002	\$0	\$0	\$0	\$59,002
Low-Lvl Radioactive Waste Management	\$23,393	\$0	\$0	\$0	\$23,393
Commission of Status of Women	\$10,264	\$0	\$0	\$0	\$10,264
<b>Grand Total</b>	<b>\$203,813,314</b>	<b>\$90,397,934</b>	<b>\$92,236,226</b>	<b>\$35,312,879</b>	<b>\$421,760,352</b>

#### Notes:

Accounting Fiscal Year 2001 Expenditures as of August 3, 2001 including the following object codes:

E07, E08: Phone expenditures and chargeback

E09: Software and licenses

E10: Data processing chargeback

H03: Contracted IT professionals (including Medicaid processing system)

E11, J08, K01: IT cabling equipment and supplies

K08: Telecommunications equipment

K12: TV Broadcasting equipment

L01, L21: IT equipment lease-purchase or rental-lease

L12, L32: TV Broadcasting equipment lease-purchase or rental-lease

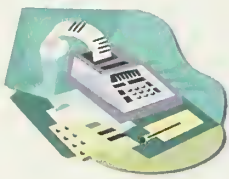
L41: IT equipment maintenance and repair

L48: Telecommunication equipment maintenance and repair

L52: TV Broadcasting equipment maintenance and repair

#### Does Not Include:

Salaries for State technical staff



# FAREWELL TO IT BOND II - HAIL IT BOND III

IT Bond II was enacted on August 9, 1996 for approximately \$310 million dollars. The bond bill was subdivided into the following groupings: Better Government, Public Education and Public Safety. In its lifetime, the bond supported many worthwhile projects. Better Government projects included: MAGNet, Electronic Commerce, EMall, BEACON, SPORT, and many, many more. Some of the Public Education projects funded were: Massachusetts Information Turnpike Initiative, Campus Network Infrastructures, and Community Communications Servers. Projects in the Public Safety grouping included: State Police Information Network, Inmate Record Management System, Law Enforcement Technical Training Centers, and Firearms Licensing & Imaging Project. IT Bond II has now entered its seventh fiscal year and is in the process of being de-authorized. A new bond bill, IT Bond III, will be replacing it.



IT Bond III was filed on June 7, 2001. The bill is for a total of \$300 million and is subdivided as follows:

E-Gov	\$ 95M
Major Projects	\$135M
MassMail	\$ 15M
2 <sup>nd</sup> Data Center	\$ 25M
Wireless Network	\$ 30M
Total	\$300M

Projects included in the new bill include: E-Gov projects noted in the E-Gov Strategic Plan and Roadmap ([www.mass.gov](http://www.mass.gov)), MMARS Replacement, Comm-PASS, Vital Statistics Integrated, and many more. So what is the present status of the bill?

The Long Term Debt Committee has taken an approach to ensure that funding should continue uninterrupted during FY02. The approach was to split the bill into two parts, A and B: Part A representing total FY02 needs (\$75M), Part B representing the balance of funds. The Committee has approved Part A and has recommended it to Ways and Means. Part B will be discussed in more detail in the Fall.

## Public Safety Agencies Pursue EGov Goals, *Continued from page 13*

The Massachusetts Police Accreditation Commission has set up an interactive website, [www.communityzero.com/mpac](http://www.communityzero.com/mpac), that allows a group of people to communicate and exchange information over the Internet in a private and secure area. Membership in [communityzero.com/mpac](http://communityzero.com/mpac) is restricted to agencies enrolled in the Massachusetts Police Accreditation Program; there is no fee for joining. [Communityzero.com/mpac](http://Communityzero.com/mpac) consists of several pre-formatted categories for posting information: Note Board, Discussions, Upcoming Events, File Sharing, Shared Lists, Opinion Poll, and Image Gallery. For more information, contact Donna Taylor Mooers at 781-942-4805 or at [donna.taylor@eps.state.ma.us](mailto:donna.taylor@eps.state.ma.us).

The Executive Office of Public Safety (EOPS) has reinstated the Local Law Enforcement Systems Improvement Grant Program under which grants are available for efforts in four systems improvement purpose areas: participation in the National Incident-Based Reporting System (NIBRS); purchase and

improvement of Records Management Systems; purchase of Mugshot Equipment or Integration of Electronic Mugshot with Fingerprints; and any other area identified by the department in need of systems improvement. The program will operate during fiscal 2002 and the grants require a 25% match by local departments. For more information, contact Diana Brensilber at 617-727-6300, x 25325.

The Massachusetts Criminal Justice Training Council (MCJTC) has completed its third IT site for police training at the Agawam police academy. This site is a forty-seat computer training lab. The two earlier sites are located in Reading and Boylston, a fourth is planned for Weymouth, and a final computer laboratory is targeted for the Plymouth County Sheriff's Department. As various local police departments invest in more computerized record keeping and the use of mobile laptops, the computer labs enable the required relevant training.



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## **State Comptrollers Office Upgrades**

### ***Continued from page 10***

For example, MASSfinance now:

- Includes the contract number that goes with a payment.
- Includes a download capability within Payment History.
- Includes an area devoted to the Comptroller's EFT campaign, which allows vendors to fill out a form on-line and print it.

The Cities and Towns area of CommonCents originally provided a web-based payment information system for Commonwealth municipalities. The Cities and Towns view of the application, now gives municipalities access to their Commonwealth payment information at several levels: State appropriation line item, transaction detail, or sorted by cherry sheet/non cherry sheet categories at a summary level. Based on user feedback from the Commonwealth's cities and towns, OSC recently added federal catalogue numbers to the payment information. In addition, certification of payments to cities and towns is requested annually by public accounting firms. Currently, a web application for this process is in development.

In 1999 the MASSfinance Internet site won the Outstanding Project Award from the National Association of State Auditors, Comptrollers and Treasurers (NASACT), an organization for state officials who deal with the financial management in state government.

In 2001 the MASSfinance Internet site won an Explorer Award for the Best Practices in State Government from E-GOV, the sponsors of e-GOV digest and conferences. There were over 300 world wide entries to this contest. MASSfinance participated in an all-Government exhibit at the E-Gov 2001 Exposition in Washington DC.

### **Intercept**

Intercept is an automated process that matches eligible payments to delinquent debt for individuals and organizations that function both as vendors to and payees of the Commonwealth. Matched payments offset the debt either in whole or in part, until the debt is retired. Over \$22 million in intercepted payments have occurred since the implementation of this program in 1995.

OSC has widened the scope of current Intercept functionality of the Billing and Accounts Receivable

Sub-System (BARS) of MMARS by extending intercept to the Commonwealth's institutions of higher education.

The principal reason that these sites did not use Intercept functionality in the past is the requirement that the BARS detail billing function be used in order to post debt on MMARS and to the Intercept system. Schools utilize their own billing systems for tuition, fees and loans; this requirement would have meant double record keeping and monitoring.

Schools have also used debt collection agencies for many years with varying degrees of success. Enhancements to the Intercept program made this year enable schools to send files of delinquent debt to both debt collection agencies and to the Intercept program at the same time. Currently eight of the State Colleges are participating in the pilot. As of June 24, 2001, they have collected approximately \$38,000 in delinquent debt through the Intercept program. In order to expand the Intercept program to additional entities, OSC has designed a web-based application as a single standardized data transmission, processing, payment and reporting module that supports an infinite number of entities owed debt and the payment sources which may be offset to clear the debt.

Barbara Mirabello, Director of the Bureau of Technical Services, stated, "OSC has taken great pains to ensure that the security of this application is maintained and is using Virtual Private Network security. The VPN solution also permits access to entities outside of the MAGNet firewall. The Office has developed an application security policy to ensure that this application and those developed in the future will incorporate the highest level of embedded security."

OSC staff is continuing to serve and support several committees and working groups dedicated to Mass.Gov, the Commonwealth's enterprise portal currently under development. In addition, OSC is collaborating with several departments to implement the e-Payments shared service API (application programming interface). This will enable Commonwealth departments to integrate their payment collection applications to MMARS. Other projects underway for FY2002 are: Vendor Self-Service, GASB34, Central Business Registry, and Electronic Customer Relationship Management. All of these applications will be integrated into the Mass.Gov portal.

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## **UMass Advances Networking, Distance Learning & Libraries**

### ***Continued from page 8***

- **Digitization Projects:** Each campus undertook projects to digitize and create databases for unique collections. Examples include:
  - ♦ At UMass Amherst, photographs from the Horace Mann Bond Papers, W.E.B. Du Bois papers.
  - ♦ At UMass Boston, digitization of Art History Slides, and the Francois Sully Photograph Collection.

- ♦ At UMass Lowell, The Center for Lowell History website, and Bringing History Home collection.

- ♦ At UMass Worcester the library converted original glass slides from the original research in genetics and reproductive studies carried out by Doctor Gregory Pincus.

- **Campus Integration:** Three campuses purchased the Docutek software package "Eres" and have implemented an electronic reserves program, which provides remote electronic access to reading materials for distance education and traditional classroom assignments.

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### **Enterprise Applications Resources/CommBridge, Continued From Page 14**

Since the implementation of HR/CMS, CommBridge has been used to transfer data between HR/CMS and the statewide systems including GIC, State Treasurer's Office, MMARS and PCRS. Another CommBridge project is underway to implement similar interfaces between these statewide systems and the new UMASS PeopleSoft system. Another new system that will soon be using CommBridge is Department of Revenue's Single File System which will simplify the reporting requirements for employers who are currently required to file separate withholding returns and wage data to DOR, and unemployment insurance contributions, work force training and unemployment health insurance contributions to DET. CommBridge is being used for the interfaces to agency legacy systems to process the transactions. Other new interfaces using CommBridge include Public Safety Interfaces and Intercepts.

In addition, new functionality has been added to CommBridge. Deferred and real-time functions are now available for use with the Component Object Model (COM). Therefore it can be used by many Microsoft or Windows applications such as Visual Basic applications. CommBridge can also be used to transfer images. Another enhancement now allows CommBridge traffic to be securely passed over the Internet. Lastly, a tool to better monitor the CommBridge infrastructure has been deployed.

Future projects in the planning stages are several enhancements to the CommBridge application infrastructure to facilitate implementation of the EGov initiatives which require integration between Web-based and back-end legacy systems.

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### **Enterprise Communication Services/MassMail Migrates, Continued From Page 15**

- Feb 2001 – Mar 2001 Pilot/Proof of Concept. 250 Commonwealth employees from the Information Technology Division migrated to the new system.
- Mar 2001 – Jun 2001 Charter Agency Migration. Over 6,000 Commonwealth employees from 24 state agencies migrated to the new system. Each agency contracted a software integration vendor to perform the migration.
- Future Plans. In FY2002, the Commonwealth plans to migrate an additional 15,000 users to the MassMail system. In FY03, an additional 10,000 users will be migrated.

MassMail is much more than just an email system. It takes full advantage of the power of Microsoft Windows 2000 Active Directory (AD), enabling system administrators to create an enterprise directory, a single point of management for all messaging and network resources, including e-mail and mailbox information, configuration information, files, peripheral devices, host connections, databases, Web access, users, and more. AD is an enterprise-class directory service that is highly scalable, built using Internet-standard technologies, and fully integrated with Exchange at the operating system level. While administrators reap the benefits of unified administration, knowledge workers accustomed to accessing the Exchange Server directory, called the Global Address List, experience no user interface changes and require no retraining when moving to AD.

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## MESSAGE FROM THE CIO

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We might have titled this whole issue “Metamorphosis”. Starting with the Governor’s opening sentence, “We’re changing the way we do business in Massachusetts”; through CLEAR’s new legal challenges; and UMass’ Distance Learning Initiative which started out being about classrooms with sophisticated video-conferencing equipment, but now also includes UmassOnline’s multimedia hardware and software; and the synergy of the ePayments Shared Service enabling fees for Civil Service exams to be paid online; and the Government Information Locator Service (GILS) that will provide the subject taxonomy for the Mass.Gov portal; right up to de-authorizing IT Bond II and the filing of a new IT Bond III – it’s all about change.

Information technology professionals are in the business of change – so this should be nothing new. But it is new. We used to apply change by discovering what the users did and automating it. Now we seek to streamline the business process and to eliminate redundancy through the use of technology. With EGov, we need to take the enterprise view, rather than limiting our view to individual agencies.

The role of IT and of the top IT person has changed dramatically. Instead of implementing decisions made by the organization’s business leaders, the CIO is now involved in making those business decisions and in reshaping the business process. When it comes time to implement, speed and flexibility are crucial as business change will not wait on technology. But the CIO’s effectiveness depends not on technology, but on leadership in business decision making.

The EGov effort seeks to change the delivery of government services by taking a top-down approach to looking at government services from the perspective of the real end user, the customer. The EGov effort presumes that there are good reasons to make online services more intuitive. The Managing for Results Initiative (MRI) takes a bottoms-up approach with front-line staffers examining processes at the operational level and asking why the overlaps and redundancies are there. EGov wants to make services more intuitive. MRI wants to make providing the services more efficient and results oriented. Both efforts cry out for technical leaders who sit in the middle with other senior managers who are actively involved in reshaping the business process. These are indeed exciting times.

David Lewis



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